

BORDER STATION CONSTRUCTION: MINIMIZING COSTS AND LEVERAGING PRIVATE DOLLARS

(114-42)

HEARING BEFORE THE SUBCOMMITTEE ON ECONOMIC DEVELOPMENT, PUBLIC BUILDINGS, AND EMERGENCY MANAGEMENT OF THE COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE HOUSE OF REPRESENTATIVES ONE HUNDRED FOURTEENTH CONGRESS SECOND SESSION

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Washington, DC 20515

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May 13, 2016

SUMMARY OF SUBJECT MATTER

TO: Members, Subcommittee on Economic Development, Public Buildings and Emergency Management
FROM: Staff, Subcommittee on Economic Development, Public Buildings and Emergency Management
RE: Subcommittee Hearing on "Border Station Construction: Minimizing Costs and Leveraging Private Dollars"

PURPOSE

The Subcommittee on Economic Development, Public Buildings, and Emergency Management will hold a hearing on Wednesday, May 18, 2016, at 10:00 a.m., in 2253 Rayburn House Office Building to examine and conduct oversight of the construction and upgrades at land ports of entry (LPOEs), also known as border stations. The hearing will focus on the General Services Administration's (GSA) and Customs and Border Protection's (CBP) current and planned land ports of entry projects authorized by the Committee as well as how non-federal and private dollars can be leveraged, including through the Public-Private Partnership (P3) pilot program established in the Consolidated Appropriations Act, 2014 to allow for private donations of real property at LPOEs.

BACKGROUND

GSA's Public Buildings Service

GSA's Public Buildings Service (PBS) acts as the landlord for the federal government and owns or leases over 377 million square feet of space in 9,600 buildings nationwide. Pursuant to law¹, large real estate projects, including new construction, purchases, commercial leases, and repairs and alterations, costing over \$2.85 million annually must be authorized by the House Committee on Transportation and Infrastructure (T&I Committee) and the Senate Environment and Public Works Committee (Senate EPW). This is often referred to as the "prospectus process."

¹ 40 U.S.C. § 3307

In addition to Committee authorization, funds deposited into the Federal Building Fund (FBF) are subject to appropriation. Given the requirement for both the authorizing and appropriating committees to act, the Administration submits, along with its annual budget, GSA's Capital Investment and Leasing Program (CILP) each year. The CILP provides more detailed prospectuses for each project proposed. The T&I Committee and Senate EPW authorize proposed projects submitted in the prospectuses through a committee resolution.

Land Ports of Entry (Border Stations)

There are 167 land ports of entry (LPOEs) in the United States, 22 of which are leased, 102 are owned by GSA and 43 are owned by CBP. While CBP owns 42% of the LPOEs, GSA owns and manages all of the largest LPOEs particularly along the southern border. Daily, about \$2 billion in trade crosses through the border crossings, along with 350,000 vehicles, 135,000 pedestrians, and 30,000 trucks.²

LPOEs typically house various federal agencies that have a responsibility for screening people, products, and vehicles crossing the border. Generally, in addition to CBP, other agencies that have a presence at LPOEs include the Department of Transportation's Federal Highway Administration, the U.S. Food and Drug Administration, the U.S. Fish and Wildlife Service, the Centers for Disease Control, the Bureau of Immigration and Customs Enforcement, the Transportation Security Administration, the U.S. Border Patrol, and the Department of Agriculture.

Given the amount of traffic using the Nation's border stations, how critical LPOEs are to commerce and security, and the wide array of federal operations required, addressing the infrastructure requirements at the most heavily used LPOEs is critical.

Recent Proposed and Authorized Projects³

Since Fiscal Year 2014, GSA has submitted and the Committee has authorized prospectuses for construction and alteration projects at key LPOEs to address critical infrastructure needs. Key projects have included:

Calexico, California: The space required to accommodate modern inspection requirements and technology was not available so the facility is being expanded. This LPOE is a pedestrian and vehicle inspection facility constructed in 1974. The current project includes the creation of new and expanded pedestrian and private vehicle inspection facilities to include expanded inspection lanes, new administrative space, and security inspection stations. The total estimated project cost is \$370 million. The Committee has fully authorized the project.

San Ysidro, California: This LPOE was constructed in 1973 and no longer supported the CBP mission. GSA proposed expansion and reconfiguration to improve pedestrian, non-commercial traffic, and officer safety. The volume of high seizures, arrests and apprehensions made these improvements the highest priority for CBP. This project was proposed in 3 phases. Phase 1 expanded the capacity of the port to process traffic, including construction of new inspection

² Land Ports of Entry, GSA Public Buildings Service Brochure.

³ This section cover projects authorized or proposed since FY2014 only.

booths, new secondary screening and main head house, and a new pedestrian facility. Phase 2 replaces the processing buildings, constructs a new administration and pedestrian processing building, and a central holding facility. Phase 3 would include a new southbound connection and new inspection facilities. The total estimated project cost for all three phases is \$741 million. More than 71% of the project has been authorized.

Laredo, Texas: The facilities at this LPOE were old and outdated. GSA proposed construction to expand and modernize two of the four LPOE facilities to improve efficiency, safety and security for vehicular and pedestrian traffic. The total estimated project cost is \$61 million. The Committee has fully authorized the project.

Alexandria Bay, New York: The existing LPOE does not meet the operational needs of the inspection agencies at the port, including the lack of an adequate commercial cargo inspection facility, inadequate queuing area, and the existing building barely has enough space to unload a single truck. The proposed project includes two phases. Phase 1 includes the construction of a commercial inspection warehouse, commercial inspection lanes, a new veterinary services building, an impound lot, a portion of elevated parking, and the acquisition of two parcels of land. Phase 2 will include construction of an administration building, a new inspection facility, non-commercial lanes, and a non-commercial secondary inspection plaza. The total estimated project cost is \$226 million. The Committee has fully authorized the project.

Columbus, New Mexico: This LPOE was built in 1989. Since that time, there has been a significant increase in traffic and additional growth is expected. The proposed project would construct a new replacement LPOE to expand the facilities and incorporate site improvements to address significant storm water drainage issues. The total estimated project cost is \$96 million. The Committee has fully authorized the project.

Pembina, North Dakota: Submitted as part of FY2017 CILP, GSA proposes construction of a new facility for the Department of Agriculture Animal and Plant Health Inspection Service (APHIS) at the Pembina, ND LPOE. A new facility would address concerns with the current use of a temporary modular trailer, improve the traffic configuration, place all APHIS operations on the U.S. side of the U.S./Canada border and eliminate lease payments of approximately \$317,000 annually. The total estimated project cost is \$5.7 million.

Public Private Partnerships

Section 559 of the Consolidated Appropriations Act, 2014 (Public Law 113-76) established a pilot program to allow CBP and GSA to enter into P3's to allow for donations to provide for certain services, equipment, and real property at LPOEs. Real property donations can only be accepted at new or existing GSA-owned LPOEs and existing CBP-owned LPOEs and may include new facilities, existing facility improvements, and real estate. Since passage of the 2014 law, three donation proposals involving real property have been approved, including:

- **City of Donna, Texas:** The city proposes to donate an inspection booth and related infrastructure.
- **City of El Paso, Texas:** The city proposes to remove traffic medians leading to primary commercial inspections to streamline the flow of traffic.

- **City of Pharr, Texas:** The city proposes to donate two commercial inspection booths and related infrastructure.

In addition to the P3 language enacted as part of the 2014 appropriations act, more recently, P3 language was included as part of another bill, H.R. 3586, the Border and Maritime Coordination Improvement Act, referred to the Committee on Homeland Security and the Committee on Transportation and Infrastructure. H.R. 3586 passed the House on April 13, 2016. The provisions included in H.R. 3586 would further refine and focus the P3 pilot program and extend the real property donation pilot program another five years.

CONCLUSION

The hearing will focus on current and planned land ports of entry projects as well as how non-federal and private dollars can be leveraged.

WITNESS LIST

Mr. Michael Gelber
Deputy Commissioner
Public Buildings Service
U.S. General Services Administration

Mr. Eugene Schied
Assistant Commissioner
Office of Administration
U.S. Customs and Border Protection
U.S. Department of Homeland Security

Mr. Gary Gallegos
Executive Director
San Diego Association of Governments
Coalition for America's Gateways & Trade Corridors

Mr. Sam F. Vale
Chair, Public Policy Committee
Border Trade Alliance

BORDER STATION CONSTRUCTION: MINIMIZING COSTS AND LEVERAGING PRIVATE DOLLARS

WEDNESDAY, MAY 18, 2016

HOUSE OF REPRESENTATIVES,
SUBCOMMITTEE ON ECONOMIC DEVELOPMENT,
PUBLIC BUILDINGS, AND EMERGENCY MANAGEMENT,
COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE,
Washington, DC.

The subcommittee met, pursuant to notice, at 10:02 a.m. in room 2253, Rayburn House Office Building, Hon. Lou Barletta (Chairman of the subcommittee) presiding.

Mr. BARLETTA. The committee will come to order. Good morning. Border security is a fundamental responsibility of the Federal Government because we must protect both our national security and the American worker. This makes border stations critical to our Nation's security and our economy. The purpose of today's hearing is to review major capital projects at our Nation's border stations and examine how we can use non-Federal and private dollars that are sitting on the sidelines to jumpstart projects to help meet these infrastructure needs.

It is important that the men and women who guard our border have the resources that they need to better enforce our existing immigration and trade laws.

There are 167 land ports of entry, also known as border stations, that, according to GSA, see roughly \$2 billion in trade crossings; 350,000 vehicles; 135,000 pedestrians, and 30,000 trucks daily. These land ports of entry are important to our national security, as they serve as a line of defense against those who would enter this country illegally and with the intent of attacking our homeland.

However, the cost of maintaining and modernizing our land ports of entry is not cheap. Projects recently completed or underway in recent years have totaled \$1.5 billion. And these costs don't include equipping and staffing these border stations. That is why I worked to help craft language enacted in the fiscal year 2014 appropriations bill to establish a pilot program for public-private partnerships.

This pilot program allows for non-Federal donations of real property and equipment at owned border stations to help reduce costs to the taxpayer. More recently, language further refining this program was included as part of H.R. 3586, the Border and Maritime Coordination Improvement Act.

The intent of this pilot program is not to replace the Federal responsibility of constructing and maintaining these critical facilities. To be clear, making sure that we have the infrastructure and tools in place to enforce immigration and trade laws is a Federal responsibility. Rather, the intent is to provide additional tools to GSA and CBP to work with State, local, and private sector partners to help temporarily address the funding gaps.

Potential donations under the pilot should not be used to replace our Federal responsibility or to circumvent our process of appropriately identifying priorities and needs. Donations, whether they be of real property or equipment, are not free. Generally, acquisition costs are only a portion of the total cost of an asset.

Each project considered under the pilot program should be limited in scope and be carefully reviewed to ensure it fits with our national priorities and that the costs associated with ongoing maintenance and upkeep are assessed to protect the taxpayer from picking up an unexpected bill down the road.

While CBP owns 42 percent of the owned stations, GSA owns and manages all of the largest and most heavily used border stations. The size and complexity of these facilities vary widely and include facilities with traffic as little as two vehicles a day and 3,000-square-foot buildings, to large complexes that see thousands of vehicles and house a multitude of Federal agencies, including CBP, ICE, Agriculture, CDC, and the FDA.

Unfortunately, many of these border stations have not kept up with new technologies, threats, and traffic. We must ensure that we can effectively screen people and goods to protect our Nation's security and commerce, but at the same time facilitate the movement of legitimate traffic and goods. This is a tough balance, and the facilities and related infrastructure managed by GSA and CBP are critical to this mission.

Without proper facilities, new technologies like biometric entry and exit systems that better screen people and vehicles cannot be effectively deployed. Without space for all the key agencies to operate, commerce may be slowed, hurting American businesses and killing job opportunities.

Today, I am pleased to have GSA and CBP, as well as private and local representatives here with us today. We want to know the status of projects that we have authorized, what are the future needs and priorities, and how public-private partnerships could be effectively used to help temporarily fill any gaps. I hope we can get answers to these and other questions today. I look forward to hearing from our witnesses today, and I want to thank you.

And I now call on the ranking member of the subcommittee, Mr. Carson, for his opening statement.

Mr. CARSON. Thank you, Chairman Barletta. Good morning, everyone.

The GSA serves an important role as the property and construction manager for the Federal Government. Today's hearing rightly chooses to focus on how GSA can continue to effectively manage the land ports of entry construction program.

GSA owns and manages all of the largest land ports of entry along the southern border. Daily nearly \$2 billion in trade crosses through the border crossings, along with 355,000 vehicles; the

135,000 pedestrians; and 30,000 trucks. Today we hope to learn how GSA is improving the infrastructure at land ports of entry, and how they can facilitate more efficient and secure crossings between the United States and its trading partners along the southern and northern borders.

I would like to thank Deputy Commissioner Michael Gelber of GSA for joining us today to outline the agency's role in maintaining and constructing land ports of entry. The Department of Homeland Security often has the largest Federal agency presence at land ports of entry and border stations, so I am pleased that they will be joining us, as well.

I am also pleased that we have two organizations representing private sector organizations for coming in today and giving us their perspective on working with GSA and DHS. I also look forward to hearing their insights on how DHS is implementing the pilot public-private donation program that is meant to speed the development of land ports of entry. Thank you for coming.

I yield back, Mr. Chairman.

Mr. BARLETTA. Thank you. On our first panel today we have Mr. Michael Gelber, Deputy Commissioner, Public Buildings Service of General Services Administration; and Mr. Eugene Schied, Assistant Commissioner, Office of Administration, United States Customs and Border Protection.

I ask unanimous consent that our witnesses' full statements be included in the record.

[No response.]

Mr. BARLETTA. Without objection, so ordered.

Each of you is now recognized for 5 minutes. Mr. Gelber, you may proceed.

TESTIMONY OF MICHAEL GELBER, DEPUTY COMMISSIONER, PUBLIC BUILDINGS SERVICE, U.S. GENERAL SERVICES ADMINISTRATION; AND EUGENE SCHIED, ASSISTANT COMMISSIONER, OFFICE OF ADMINISTRATION, U.S. CUSTOMS AND BORDER PROTECTION, U.S. DEPARTMENT OF HOMELAND SECURITY

Mr. GELBER. Good morning, Chairman Barletta, Ranking Member Carson. My name is Michael Gelber, and I am the Deputy Commissioner of the U.S. General Services Administration's Public Building Service. Thank you for inviting me to this hearing on land ports of entry construction.

GSA's mission is to deliver the best value in real estate, acquisition, and technology services to the Government and the American people. As part of this mission, GSA maintains a close partnership with the Department of Homeland Security Customs and Border Protection to meet that agency's space needs along our Nation's borders.

CBP is our primary partner among the Federal inspection agencies stationed along America's land borders. GSA works closely with CBP to design, construct, maintain, and operate land ports of entry along more than 1,900 miles of border between the United States and Mexico, and more than 5,500 miles of border between the United States and Canada. Of the 167 land ports of entry along America's borders, GSA manages 124, of which the Government

owns or partially owns 102. GSA's land ports of entry encompass more than 5.5 million square feet of space.

CBP operates 40 primarily smaller ports, mostly in remote areas. These land ports of entry encompass approximately 477,000 square feet of space. Minimizing costs to deliver these critical land ports of entry begins with effective targeting of resources at the highest priority projects. GSA looks to CBP to develop its priority list first. Then GSA, while still working closely with CBP, integrates these CBP priorities into GSA's larger, multiyear capital investment plan.

Over the past 16 years, GSA has invested more than \$1.8 billion from the Federal buildings fund to deliver more than 20 new land ports along our northern and southern borders. Since 2013 GSA has requested over \$1 billion in support of land port modernization, including GSA's fiscal year 2017 request of \$248 million to reconfigure and expand the land port of entry in Calexico, California, and \$5.7 million for design and construction of a new animal inspection facility in Pembina, North Dakota.

Of these requests, Congress has provided approximately \$700 million through fiscal year 2016. Successful execution of these land port of entry projects improves trade and commerce, creates jobs, and bolsters our Nation's security. GSA's ability to fund land ports of entry has historically been supported by appropriations provided by Congress. Without the full funding requested in the President's annual budget, GSA cannot execute the land port upgrades that are critically needed.

In recent years GSA has seen greater interest in finding alternatives to Federal appropriations to support the delivery of high-priority land port projects, including by accepting donations through GSA and CBP existing authorities.

When assessing the viability of any project, whether it is funded through the traditional appropriations process or alternative means, GSA and CBP look at the full life cycle cost of a port. This analysis includes the funding amount and source of that funding to operate and maintain the facility.

If an alternative funding source might be available to construct a land port of entry, GSA and CBP still may need to obtain funding to address the other costs associated with the project. Thus, acceptance of what appears to be a cost-free donation could ultimately result in additional costs to the Government. At the same time, if the investment is required to address critical commerce and security requirements at the border, a donation would result in lower cost to the Government than if the Government had to make the full investment itself.

When evaluating donations, GSA and CBP will continue to weigh these various cost implications, relative to the opportunity to impact on CBP operations, border security, trade and travel, and local and regional economic benefits.

GSA has a longstanding authority to accept unconditional gifts of real and personal property from other public or private entities. GSA has used its authority on occasions when State or local governments and, in a few cases, private-sector entities have elected to donate land or other real property to GSA. Congress has supported efforts to find land port of entry funding alternatives by pro-

viding CBP additional statutory authority to receive donations and reimbursement from State, local, and private entities.

Congress expanded CBP and GSA's donation authorities through section 559 of the Consolidated Appropriations Act of 2014. As required by section 559 donation acceptance authority, GSA and CBP work collaboratively to establish robust evaluation criteria, incorporating feedback from a broad range of stakeholders.

Thank you for the opportunity to speak with you today about GSA's ongoing partnership with CBP to cost-effectively improve the Nation's infrastructure along America's borders.

I welcome the opportunity to discuss GSA's commitment to strategic investment in the Nation's land ports of entry, and am happy to answer any questions you may have.

Thank you.

Mr. BARLETTA. Thank you for your testimony.

Mr. Schied, you may proceed.

Mr. SCHIED. Good morning, Chairman Barletta, Ranking Member Carson. Thank you for the opportunity to appear before you today to discuss CBP's role and efforts to provide modern, efficient, and effective land ports of entry facilities in support of our mission to secure and facilitate trade and travel into the United States.

Alongside the General Services Administration, CBP facilities management and engineering directorate oversees the repair and modernization of CBP's inspectional facilities at our 167 land border crossings along the U.S. border with Canada and Mexico.

Most of the land ports of entry were built prior to the creation of the Department of Homeland Security and CBP. When they were designed and built to support the distinct and independent operation of pre-DHS agencies such as the U.S. Customs Service, Animal and Plant Health Inspection Service, and the Immigration and Naturalization Service.

Today, CBP consolidated operations incorporate state-of-the-art technology and professional law enforcement personnel to maintain the efficient and secure flow of cross-border trade and travel. Operational success depends on the condition and utility of our inspectional facilities. As distinct from the conventional office environment, these facilities are unique and critical to CBP's mission success.

Today I would like to discuss CBP's role in addressing infrastructure demand and modernized inspection facilities to meet the challenge of growing volumes of trade and travel.

Many of the Nation's land port of entries were built more than 70 years ago. Even those constructed as recently as 15 years ago require renovation or replacement to meet present-day security standards, enforcement and facilities technologies, and the growing demand for additional processing capacity.

Trade between the United States and Mexico has expanded nearly sixfold, from \$100 billion in 1993 to \$531 billion last year, with similar increases in trade with Canada. During the same period, capital investment in the land port of entry facilities that process this trade and travel have averaged less than \$90 million a year. This historic insufficiency in investment has led to a compounding current investment need estimated to be about \$5 billion.

A study performed by the University of California Center for Risk and Economic Analysis of Terrorism Events, or CREATE, showed that an investment in constructing and staffing a single new vehicle processing lane at a port can translate to as much as \$25 million in positive economic value.

CBP uses a multistep process to prioritize land port of entry modernization investments. In coordination with key State and Federal and local stakeholders, we assess individual needs at each facility. This assessment process is the underpinning of our prioritization process. It is metrics driven, its purpose is to identify candidate locations most in need of improvement.

In addition to this assessment, numerous other factors come into play. These include factors such as environmental, cultural, and historic preservation, land acquisition requirements, the impact on other projects in the same geographic area, and other project risks, including the likelihood of obtaining funds. After our assessment, we collaborate with GSA's Public Building Service to jointly develop a prioritized capital investment plan, and we update it annually to ensure that the available Federal funding is directed to the areas of greatest need.

CBP actively participates in regional border planning efforts and works in close coordination with regional transportation groups. We look carefully at each port's activity and its regional context, and we work with State and local stakeholders to determine where and what kind of inspection facilities are needed, both now and in the future.

In addition to traditional funding streams, thanks to the support of Congress, CBP has recently received the authority to enter into partnerships with the private sector and local government entities to accept donations of real and personal property. This authority provides CBP and GSA the opportunity to consider donations and proposals to address local port of entry infrastructure needs that might not otherwise be addressed. These donations are expected to reduce border wait times, support increased flow and volume of traffic, create jobs, and address critical needs.

Last year CBP and GSA selected three proposals for further planning and development. This spring we expect to announce additional selections, and we look forward to continuing to work with our partners for the shared goal.

In closing, thank you again, Chairman Barletta and Ranking Member Carson, for the opportunity to testify. And thank you for the interest and support of port of entry projects. And I am happy to answer your questions.

Mr. BARLETTA. Thank you for your testimony. I will now begin the first round of questions limited to 5 minutes for each Member. If there are any additional questions following the first round, we will have additional rounds of questions, as needed.

Mr. Gelber, we have authorized projects valued at nearly \$1.5 billion in recent years, with some of those projects being for—that's 30 years before. On some of the major projects, Calexico, San Ysidro, and Alexandria Bay, can you give us a summary of where you are with those projects and will additional authorizations be required?

Mr. GELBER. Yes, sir. San Ysidro was a three-phase project, and funding has been provided for all three phases. The first phase is nearing completion, if not—significant portions of that phase have been completed. In an oddity of that particular project, phase 3 then became the second phase, as we were coordinating that project with the Mexican Government, and then we have also received funding for phase 2. So all three phases have been funded, and they are in various stages of development.

Calexico is a primary—primarily—excuse me—on San Ysidro, the notable thing about that facility, it is the busiest land port of entry in the world. Calexico is primarily a facility for the transmission of agricultural projects between the United States and Mexico. The funding for those two projects—phase 1 has been provided in the President's budget. The request for fiscal year 2017 is to provide funding for phase 2. Alexandria Bay funding has been provided in fiscal year 2016 for the first phase of that project, and the expectation is in fiscal year 2018 the remaining second phase funding request will come in for that work, as well.

Mr. BARLETTA. Thank you. Mr. Schied, as major expansions and improvements come online at some of the busiest border stations, is CBP able to keep pace, from an equipment and staffing standpoint? And how does CBP ensure the infrastructure we are building will actually be fully staffed and equipped?

Mr. SCHIED. So thank you. So CBP is—we get the timeframe for these projects, we work within our appropriations process to make sure that the requisite number of staff get included in CBP's budget request. CBP's—Congress generously provided a couple of years ago 2,000 additional officers for CBP. We have had a certain challenge hiring those officers, but we are making substantial progress to hiring up to the congressional floor.

And in the future, as these major projects come on, especially the types such as San Ysidro, we will work into our budget request the staffing so that we can keep those lanes open. Obviously, having the lanes open is critical to the effective use of that facility.

Mr. BARLETTA. Thank you. Mr. Gelber, you highlight in your testimony the importance of alternative resources such as donations from non-Federal and private sources. But, as you point out, donations are not free. How does GSA evaluate the total cost of a real property donation to determine if it makes sense for the taxpayer?

Mr. GELBER. We look at what the long-term costs would be to accept a donation. So when some entity is providing us either a facility or land, we look at what it would cost to operate and maintain that infrastructure. We work very closely with CBP to ensure that whatever staffing resources would be required are also factored in to the equation.

So again, it is an evaluation of, potentially, the 10-, 20-, 30-year costs of accepting what on the surface may be a free thing.

Mr. BARLETTA. And this is for both Mr. Gelber and Mr. Schied.

Language pending as part of the Border and Maritime Coordination Improvement Act makes clear the donations can only occur on a targeted, limited basis, limiting the total value of donations to \$50 million. Because there are costs of maintaining and operating donations, P3s should not be viewed as a replacement to the Federal responsibilities.

Can you talk about what you are doing to ensure there are proper limitations on the use of the donations?

Mr. GELBER. I can start. Again, our primary concern is to ensure that while the entity—the thing that has been given to the Government is purported to be free, that the long-term costs of operating and maintaining that thing is, in fact, a manageable amount. And that is, it is suitable for the budget of the facility.

There have been donation attempts where individuals or entities have wanted to donate a property to us that we would then have to lease, for instance, and that isn't a donation, it is just a long-term contractual arrangement that the Government would be entering into, and we are not interested in doing that.

So again, the key issue for GSA is does the thing that is being given to the Government meet the needs of the Federal agencies that are going to use it? And, if that is the case, what are the long-term costs of that thing? And if those costs aren't appropriate, can't be budgeted for, then the GSA would not recommend accepting the donation.

Mr. SCHIED. I think, from the CBP perspective, one of the critical elements that we look at is the operational utility of the potential donation. I think as you, Chairman, mentioned in your opening statement, the long-term cost of these facilities is going to be in operations and maintenance, and particularly the staffing. So something that might be free, if it expands our capacity beyond and we are having to rob Peter to pay Paul from an operational standpoint, then we have got to be careful about what it is that we accept.

I think, as we go through these processes, you know, from our first round of donations, I think we saw—the ones that we accepted were relatively modest projects. I think a common theme of them is that they improved operational efficiency at the ports of entry, and I think that is exactly the kind of project or projects that we are looking for.

Mr. BARLETTA. Thank you. I will recognize Ranking Member Carson.

Mr. CARSON. Thank you, Chairman.

Mr. Schied, in your testimony you discuss how some land ports of entry were built over 70 years ago, and the ports of entry constructed as recently as 15 years ago are not able to accommodate the growing demands of additional processing capacity, new security requirements, or even enforcement technologies.

Sir, have design requirements evolved in the last 15 years? And how are they being incorporated into ports of entry that GSA is constructing today?

Mr. SCHIED. Certainly. So I would venture to say that 15 years ago there was very little in terms of design standards for the ports of entry. I think that has been one of the successes between the relationship with CBP and DHS—or CBP and GSA, that in the past 10 years or so we have identified standards for ports of entry.

From CBP's perspective, that is of interest because we like to have a certain degree of interchangeability in the facilities. Officers will move from facility to facility, even within a particular day. And so, having a certain standardization is helpful for us from that standpoint. Certainly for the projects that we own, we find that it

is more economical to be able to build off of a particular standard, rather than essentially recreating each project from scratch.

Mr. CARSON. Mr. Gelber, there has been much discussion today about the pilot donation acceptance program. Does GSA envision this program growing in scope? And how many donations have actually been executed?

And also, what are the lessons learned since this pilot commenced?

Mr. GELBER. I think the key lesson learned—if I could answer the latter part of your question first—is the ongoing need which we have demonstrated for GSA and CBP to closely collaborate on reviewing these items. And we do that on a regular basis.

For the fiscal year 2015 cycle, three donations were accepted over—I believe eight were submitted. Many more may have been cleared. The process is CBP reviews them first and then GSA and CBP review those that have made the initial screening together. Two are in the cities of Donna and Pharr, Texas, and there the provision is for additional inspection booths and some additional inspection lands. In El Paso, Texas, the provision is for a—to remove a traffic—two traffic medians that are currently obstructing traffic.

So these are relatively modest changes to the facility, but they still need to be looked at to ensure that when that construction occurs, it is done in a fashion that is appropriate and doesn't create a problem for the Government in the long term.

And so, we view the donation program as an opportunity to assist CBP meet its mission requirements at smaller stations. Larger infrastructure improvements are more challenging and require greater attention by the Government and, as such, haven't seen the large-scale donations that we have seen in the donation program.

Mr. CARSON. Thank you, gentlemen. Mr. Chairman, I yield back.

Mr. BARLETTA. Thank you. The Chair recognizes Mr. Costello for 5 minutes.

Mr. COSTELLO. Thank you, Mr. Chairman. To both the gentlemen, depending on the proposed infrastructure project, the Department of State often times must also issue permits. And the question becomes what are you doing to ensure that proposals considered under the pilot program are in accord with the State Department's project, and how are you coordinating with the Department of State as it may be applicable on the front end to ensure that there are no delays to the project as a result of Department of State requirements somewhere along the line.

And if you have experienced any delays along the line, do you have any recommendations in order to—how we might be able to get the Department of State to be a bit more accommodative, if that question may be applicable?

Mr. GELBER. If I could start, the primary involvement of Department of State is the issuance of what is referred to as a Presidential permit, which authorizes the construction of a border station, a land port of entry.

For an existing land port of entry, the State Department is not engaged, because the facility already exists and a Presidential permit has been provided. If there is no planned change to the nature of the border crossing, then the Department of State would not be engaged in the review of the donation. So when the State Depart-

ment is engaged, it tends to be, again, for a larger project that has been subject of much discussion over numerous years because the creation of a new border crossing is a fairly involved process, involving two national governments, State and local governments, as well.

So we have had—GSA's experience is a very productive relationship with the State Department when there is a need for the issuance of a Presidential permit, which would be when a new station is being created.

Mr. SCHIED. I don't have much to add. Obviously, one of the important—more so, I think, than coordination with the Department of State, from an international standpoint, is with the counterparts in the foreign government, just to make sure that any changes to the American side of the infrastructure are in—generally, in concert with ongoing projects on either the Canadian or Mexican side.

Mr. COSTELLO. Thanks. I will yield back.

Mr. BARLETTA. I want to thank both of you for your testimony today. Your comments have been helpful to today's discussion, and we will now move on to our second panel.

[Pause.]

Mr. BARLETTA. Thank you. On our second panel today we have Mr. Gary Gallegos, executive director, San Diego Association of Governments and also representing the Coalition for America's Gateways and Trade Corridors; and Mr. Sam Vale, chair of Public Policy Committee, Border Trade Alliance.

I ask unanimous consent that our witnesses' full statements be included in the record.

[No response.]

Mr. BARLETTA. Without objection, so ordered. Each of you is now recognized for 5 minutes.

Mr. Gallegos, you may proceed.

TESTIMONY OF GARY GALLEGOS, EXECUTIVE DIRECTOR, SAN DIEGO ASSOCIATION OF GOVERNMENTS, AND BOARD MEMBER, COALITION FOR AMERICA'S GATEWAYS AND TRADE CORRIDORS; AND SAM F. VALE, CHAIR, PUBLIC POLICY COMMITTEE, BORDER TRADE ALLIANCE

Mr. GALLEGOS. Well, good morning and thank you, Chairman Barletta and Ranking Member Carson, for having us here this morning. And thank you for holding this hearing today to discuss the growing importance of utilizing innovative funding strategies to implement critically needed improvements along the United States border.

Today's fiscal environment requires strategic investments in border infrastructure that, you know, maximize limited resources and incentivize what we would call leveraged partnerships. I appreciate the opportunity to testify today on the unique funding or financing approaches that we in San Diego are exploring to help provide the need to safely and efficiently move people across our border crossings with Mexico.

Today I am not only representing the San Diego Association of Governments, but also representing the Coalition for America's Gateways and Trade Corridors. SANDAG serves as a forum for regional decisionmaking in San Diego County that incorporates all 18

cities and the county government along the U.S. border, where we have a combined population of a little over 5 million people. We are also the federally designated MPO, or metropolitan planning organization for the San Diego region.

And in my capacity as executive director of SANDAG, I am proud to serve as a board member of the coalition, a diverse coalition of more than 60 public and private organizations dedicated to increasing Federal investment in America's multimodal freight infrastructure. The coalition works to bring national attention to the needs of the U.S. multimodal system and to educate Members of Congress and the public on the need to develop consensus for Federal investment policy that supports intermodal connectors, trade corridors, freight facilities, and gateway access.

I would like to ask if we could advance a couple of slides to give the committee some perspective on the region context.

[Slide]

Mr. GALLEGOS. We could go to the next one, please. Click through all of those.

[Slide]

Mr. GALLEGOS. What this tries to do is show that, on the California and Mexico border today, we have seven border crossings. Four of those are in San Diego. As was highlighted in the earlier panel, San Ysidro is known as the busiest international border crossing in the Western Hemisphere, literally millions of pedestrians and vehicles cross each year. Otay Mesa is our major commercial gateway for international trade between California and Mexico, and it serves over 800,000 trucks annually.

Land border crossings like these are facing rising passenger and commercial traffic levels and congestion, as a result of increased international trade and levels of personal travel. Border crossings are a source of our economic mobility for our region, as well as the Nation. People and goods traverse our vibrant binational region daily.

However, due to the current 1- to 3-hour border wait times that occur daily, this represents lost economic opportunities and impacts our economy in a negative way. As a result, in 2005 SANDAG launched an initiative to innovatively plan and finance a state-of-the-art border crossing which we will refer to as Otay Mesa East.

Can you go to the next slide?

[Slide]

Mr. GALLEGOS. So, recognizing limited Federal resources available to implement new border crossings, it was determined that a new approach to financing border infrastructure improvements was needed. SANDAG has partnered with the California Department of Transportation, also known as Caltrans, in trying to develop this new border facility.

In order to facilitate this new financing approach, State legislation was passed that authorizes SANDAG to issue bonds for acquisition, construction, completion of transportation facilities, and to impose tolls and user fees for the use of the State route that would lead to the new border crossing.

Under this strategy, the region will capitalize on its experience and strength with tolling. SANDAG has been involved in variable tolling on Interstate 15 since 1996. We believe a variable tolling ap-

proach will not only serve as a source for new revenue for new border crossings, but will also serve as a mechanism for managing demand, which we think is important.

By utilizing SANDAG's financial authorities, we will be able to maximize public investment in the port of entry by utilizing toll revenues and then hopefully being able to leverage those with State, Federal, and local dollars. This would permit us to develop a new port of entry faster than following traditional funding processes.

Based on estimates, coupled with increased capacity and higher levels of service, we estimate that this new port of entry would generate a little over \$4 billion over a 40-year period. This toll revenue would allow SANDAG to underwrite about \$650 million worth in bonds that could be used to pay for the new facility.

This vision for the 21st-century border will decrease dependency on Federal dollars by focusing on new partnerships that help leverage the Federal dollars, establish a transportation demand tool that will help improve the efficiency of our border crossings, implement a border wait time detection system that would allow for a statewide—or a systemwide approach, and to managing traffic congestion at the border, something that doesn't happen today. And it would also allow for improving roads on both sides of the border that make our system more efficient.

We believe that this new border crossing will provide much-needed traffic relief and serve as an economic engine for our region and the State.

Go the next slide.

[Slide]

Mr. GALLEGOS. So I wanted to use this slide to illustrate some of the progress we have made today. We have managed to leverage about \$150 million of State and local dollars with about \$286 million in Federal dollars. And what you see there in magenta, that first section has recently been completed and is now open to traffic. And the sections in blue and brown are the ones we are working on, and we hope to have those at least to sign and ready to go to construction by 2018, at the earliest.

You can go to the last slide.

[Slide]

Mr. GALLEGOS. And so, let me close by saying that SANDAG, as well as the Coalition for America's Gateways and Trade Corridors, are delighted to have this opportunity to address critical border issues of border station construction and look for ways to maximize and leverage dollars.

And I also want to take this opportunity to thank the Members of Congress for the last transportation bill. For the first time it starts really addressing dollars for freight, and helps us hopefully maintain the competitive edge that I think this country has globally.

So with that, Mr. Chairman, I want to thank you, and I would be pleased to answer any questions you may have.

Mr. BARLETTA. Thank you for your testimony.

Mr. Vale, you may proceed.

Mr. VALE. Chairman Barletta and Ranking Member Carson and members of the subcommittee, my name is Sam Vale, and I am tes-

tifying on behalf of the Border Trade Alliance. We also are part of the South Texas Assets Consortium, which is a participant in the 559 Program, and we do operate a small, private port of entry. For 30 years the BTA has been providing analysis and advocacy for a U.S.—Canada and U.S.-Mexico border issues.

We will start with a fact: Adequate infrastructure produces less congestion and more efficient cross-border trade, as well as generates taxable income. Staffing of the inspection agencies has admittedly been deficient, primarily because of challenges on the hiring processes. And we understand that they are looking for solutions to get this taken care of in the future.

The average age of the border station is around 40 years, but the commercial truck inspection stations and infrastructure are woefully inadequate, and we need to start focusing on that. That is an important part of job creation within the United States.

For example, we have done a \$250 million upgrade at the Mariposa Port of Entry in Arizona for fruits and vegetable imports, but yet today there is not enough staffing to keep all the new lanes operational all the times that they should be. This project was completed in 2014, and we are—still haven't got the staffing.

In south Texas we are growing dramatically in manufacturing and produce. And all of this could have been predicted 10 years ago if we had looked at the infrastructure being built in Mexico.

We are—our recommendation is that, with future border station construction, that when it is being planned, that the committee also needs to work with your colleagues in the committees that have oversight over CBP staffing, Federal and State highways, and truck inspections, because you all got to be on the same page, because it doesn't come to fruition until you get there.

The section 560 and 59, it is a viable, creative option to assist the Government in some of its expenses. The donation acceptance program is great, but there are two ideas that must drive them. One is flexibility and the other is return on investment. Flexibility is a must, particularly in the design processes that is going through.

The agencies must demonstrate a willingness to explore new ideas that are different than what they are used to seeing. To be blunt, return on investment—real estate investors and the international trade communities are not charities. They are looking for something in return. The Government should be prepared to demonstrate the financial upside for private and local public sector participation.

CBP appears to be responding to flexibility in the small-scale donation acceptance program, but they have recently announced they are even promising 60 to 70 percent improved processing times in the applications.

Not all border ports of entry need major infrastructure overhauls or dramatic staffing upgrades. The BTA supports pilot projects that have taken place in various parts of the country, and we support the pre-clearance of the Buffalo-bound cargo, where the inspection takes place on the Canadian side of the border and then comes to the U.S. We also support pre-clearance on the Mexican border with the United States. Laredo, Texas, has a pilot there. Otay Mesa, California, has pilots going. And there is even one in an electronics plant in Juarez, Mexico.

However, on the other hand, we need to avoid infrastructure agreements with States and foreign governments that lead to ongoing financial commitments. The BTA acknowledges that there is a significant debate over how to construct a new span across the Detroit River connecting Detroit in Michigan and Windsor, Ontario. We are not going to get into the details, because that is another group of issues, but we do have deep concerns over any agreement between governments to construct new bridge ports of entry requiring ongoing staffing commitments from CBP and other agencies without deliberation and appropriations from the Congress. Should not be done.

The 559 programs have benefitted on the southern border, because we are living up to our diplomatic notes, primarily using donated acceptance program funds. McAllen, Texas, donated the land for the port. Then they later have donated land in Mexico and helped build a road in Mexico. They built lanes on the U.S. side. Now they are building—they are going to be building a border station for truck inspection on the U.S. side on land that they had already donated.

So, there are a lot of opportunities. That is a great example of how you do the right thing. But we need to understand that this is—it is—in a perfect world, the Government should be able to finance all of these activities, and we don't have that perfect world today.

But today we do have an option. We can either choose to go forward with something that would be innovative and creative, or not. But we have a choice before we just lost competitiveness and tax dollars. So we are very happy to be part of that support group.

There is a role for the public and private sector—local public and private sector and the donation acceptance programs. Investors have to have confidence. We think you have to look real seriously at the large projects, because you are not going to get funding on some of these projects, and you can project it 30 years, but that could easily be a 50-year if you are talking about certain stretches of highways and access to how you have to function, because the border station is no good if it doesn't—it is like a bridge halfway there if you don't have all the ingress and egress routes put into what needs to be done.

The Border Trade Alliance appreciates the opportunity to testify. We look forward to finding solutions to our border challenges. I will answer any questions you may find.

Mr. BARLETTA. Thank you for your testimony. I will now begin the first round of questions limited to 5 minutes for each Member. If there are additional questions following the first round we will have additional rounds, as needed. I will start.

Mr. Gallegos, the committee has authorized a three-phase project at San Ysidro port of entry. How will these improvements, when fully implemented, help address the capacity issues at that border station?

I went down, actually, to see the station. So how will it address that?

Mr. GALLEGOS. So I think first we should acknowledge the world's busiest border crossing. And so, the fact that they have, you know, double-staffed the booths should allow us to get, hopefully,

more throughput production out of the new border crossing. And I think the steps that are taking—that are still to come in phase 3 and—because the last panel highlighted phase 3 became sort of phase 2, and phase 2 became sort of phase 3.

But the one thing that needs to be done and done as soon as possible in the next two phases is to improve the pedestrian experience. We have pedestrians who are taking several hours and cross and facilities that are less than adequate to handle the pedestrian movement. But we are optimistic that when phase 2 and 3 come, that all that is going to improve.

We should also highlight, Mr. Chairman, for the committee that we have worked closely in partnership with GSA and CBP to bring local dollars forward to also make key transit connections in a key intermodal center that will allow the local transportation system to integrate with the Federal investment that is being made. And that is something that I think we got to work harder at doing better in the future, that we, you know, not only look at the border crossing itself, but what are the connections that are necessary to make them work on both sides of the borders, both on the Mexican and the U.S. border.

Mr. BARLETTA. Yes, thank you.

Mr. Vale, as you point out in your testimony, even if we build the needed infrastructure, without the ability of CBP to staff and equipment for the facility, we are not going to see much improvement.

How critical is it that solutions to staffing and equipment be identified as GSA and CBP evaluate their priorities for infrastructure needs?

Mr. VALE. It is absolutely vital. That is like—it is like two parts of the same machine. You can't—it doesn't work one without the other.

The facilities can—are expensive to build. They are expensive to maintain. And if you are not using them, you are not getting your return on investment as a government. You are not getting your tax dollars. And we really focus right now a lot on the commercial traffic, because we are being overwhelmed on the southern border. The Canadian border is down 25 percent and we are up 25 percent and it is growing.

And it is not that people are not crossing in one place or another, it is that the pie is getting bigger, and there is more and more manufacturing going on in Mexico using U.S. parts to do the manufacturing than ever before. And it is growing. They have been—in one part of Mexico they call them the Bajío Central States. They have had \$16.5 billion of foreign investment in the past 3 years, with another 16.5 projected for the next 3 years. This is all foreign money going in there to utilize qualified workforce, costs that are—and the market is the United States of America.

Mr. BARLETTA. Mr. Vale, you offer some important suggestions and notes of caution in your testimony when it comes to private donations. You suggest the more nimble and focused approach for the P3 program, and caution us about ongoing financial commitments that may not be apparent in donated property.

How do you think the process can be more streamlined in evaluating potential P3s?

Mr. VALE. Well, one of the things you have to do is have a more accurate predictability of the growth cycles. Now, we have been visiting with some major manufacturings lately, and they said under the right circumstances they could make data maybe through this—southern California creates—make it available to have it sanitized, because these would be confidential business plans. But these business plans, up to 3 years, are 85 percent accurate in what they are projecting.

If we can get that information into the work staffing model for CBP that will also share it with the GSA of what they are going—facilities, that is the innovative-type processes we need to go through, instead of taking a historical look at it, and linear projections forward. Those are part of the puzzle, but they are not the best solution. It is to know what business is planning in produce. Who drives produce? The American consumer. Who knows them best? The big box buyers, not the farmer, not the trucker, but the guy who sells it to the public. We need to get them in the picture.

Mr. BARLETTA. Thank you. And I recognize Ranking Member Carson.

Mr. CARSON. Thank you, Chairman.

Mr. Vale, there has been a lot of discussion today about how land ports of entry are basically outdated due to an increase in trade, post-NAFTA and subsequent investments in infrastructure by the Mexican Government. Who is responsible for tracking the infrastructure investments made by either the Canadian and Mexican Governments? And do you believe it is even feasible to coordinate those activities between countries to ensure that land ports of entry are not overwhelmed, due to mismatched investments along the border?

Mr. VALE. I don't know if the governments do a good job of it, because they many times have overarching—what they think of are more important and sexier items to deal with. But the bottom line is that business does, because the business investor has to have a return.

We think that if you would have looked in Mexico, for example, you saw them constructing these highways. You saw them cross—they built two transcontinental roadways connecting to the border. They also built the highest—and these are not overnight projects—they built the highest suspension bridge in the world. That changes flows and patterns. The dollar and the investment climate in the world changes it.

Somebody needs to be looking at it. I know business is looking at it. We look every day at it. We are working on—2 years ago we were looking at Mexico as an exporter of oil and hydrocarbons. Guess what? Today they are only producing 50 percent of their hydrocarbon needs. Who is going to be selling it to them? Who has already started doing that? The United States.

Mr. CARSON. Yes.

Mr. VALE. We are—in the smallest port in the country, we are now export oil tankers into—Mexican tankers going across the bridge into Mexico to deliver to their consumers.

Mr. CARSON. To that point, also in your testimony, Mr. Vale, you indicated that the CBP should be able to demonstrate the financial

upside for a private-sector donation to the land ports of entry program.

In your mind, what is the appropriate metric or even order of magnitude that the CBP should be targeting to even make a private-sector donation attractive?

Mr. VALE. Well, it is maybe a little easier if you are talking to a local public sector entity, a city or a county or a State government, because they have interests for their taxpayers.

But even private business would like to know that there is going to be a receptive attitude to what they are trying to do, that they are not trying to force it down somebody's throat. It is going to have to meet all the security requirements, whatever is needed there, but there has to be understood that this is something good for all the parties. And sometimes you don't get that reception, it is more like pulling teeth.

Mr. CARSON. Yes. Lastly, Mr. Gallegos, what roles do you believe that the local and State governments should have in developing infrastructure plans for land ports of entry? And how can local and State governments augment Federal efforts to expand capacity at land ports of entry?

Mr. GALLEGOS. Well, first of all, thank you for the question. And I think the innovative approaches that we are proposing is one way to do that. But another, I think, key component for us has been the development of border master plans. And in many ways, they are similar to general plans that cities have, so that if you understand how lands proposing to be zoned to be used on both sides of the border, both on the Mexican side and the U.S. side, that those land use plans then become the drivers for, you know, the businesses, the investment, the growth that is going to happen in those borders.

And so, I think local governments working with the State, working with the Federal Government on both sides of the border, can develop these master plans as a planning tool to allow governments at all three levels on our side of the border and governments on the Mexican side of the border to do a better job of planning and forecasting what our needs are going to be in the future. And I think these border master plans are a fairly new phenomena. We haven't been doing them for a long time.

Mr. CARSON. Mr. Chairman, I yield back.

Thank you, gentlemen.

Mr. BARLETTA. Thank you.

Mr. Vale, you expressed deep concerns about the proposed new bridge and border crossing in Detroit going forward without congressional appropriations. I also have concerns. And the House limited the donation program. To be clear, it cannot be used for this project.

This crossing and bridge is estimated to cost several billion dollars and require 100 or more CBP staff. Where will they come from? And how could this impact other crossings on the northern and southern border?

Mr. VALE. The thing that jumped out at us was a \$100 million commitment for year one and \$50 million every year thereafter for staffing alone. Good grief, we have to beg, borrow, and steal to get

a guy to work, and every guy that we get to work on the southern border produces tremendous amount of economic benefit.

Why would you be doing that on a border that, right now, by their own admission, is decreasing its exports to the United States, or our imports are decreasing, which means you need less staffing and better utilization of the existing staffing?

Sometimes we forget that we have to look at international bridge ports as a system, and not this community versus that community. And the number of lanes that are out there may be built, but if they are underutilized we are wasting infrastructure.

And oh, by the way, there is not a bridge on the border congested 24 hours a day.

Mr. BARLETTA. Well, I want to thank you both for your testimony today. Your comments have been helpful in our discussion. If there are no further questions, I would ask unanimous consent that the record of today's hearing remain open until such times as our witnesses have provided answers to any questions that may be submitted to them in writing, and unanimous consent that the record remain open for 15 days for any additional comments and information submitted by Members or witnesses to be included in the record of today's hearing.

[No response.]

Mr. BARLETTA. Without objection, so ordered.

I would like to thank our witnesses again for their testimony today. If no other Members have anything to add, this subcommittee stands adjourned.

[Whereupon, at 10:52 a.m., the subcommittee was adjourned.]

STATEMENT OF
MR. MICHAEL GELBER
DEPUTY COMMISSIONER, PUBLIC BUILDINGS SERVICE
U.S. GENERAL SERVICES ADMINISTRATION
BEFORE THE HOUSE COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE
SUBCOMMITTEE ON ECONOMIC DEVELOPMENT, PUBLIC BUILDINGS, AND
EMERGENCY MANAGEMENT

**“Border Station Construction: Minimizing Costs and
Leveraging Private Dollars”**

May 18, 2016

Introduction

Good morning Chairman Barletta, Ranking Member Carson, and members of the Subcommittee. My name is Michael Gelber, and I am Deputy Commissioner of the U.S. General Services Administration's (GSA) Public Buildings Service. Thank you for inviting me to this hearing on land ports of entry (LPOEs) construction.

GSA's mission is to deliver the best value in real estate, acquisition, and technology services to government and the American people. As part of this mission, GSA maintains a close partnership with the Department of Homeland Security – Customs and Border Protection (CBP) to meet that agency's space needs along our Nation's borders. CBP is our primary partner among the Federal inspection agencies stationed along America's land borders.

Successful execution of these land port of entry projects improves trade and commerce, creates jobs, and bolsters our Nation's security. GSA works to deliver these land ports to accomplish these objectives while minimizing costs.

GSA's Ongoing Partnership with CBP

GSA works closely with CBP to design, construct, maintain, and operate land ports of entry along more than 1,900 miles of border between the United States and Mexico and more than 5,500 miles of border between the United States and Canada.

On a daily basis, approximately 380,000 people cross the U.S.-Canada border. From 2000 to 2014, the combined value of trade between the U.S. and Canada and the U.S. and Mexico via surface transport increased by over 80 percent, from \$546 billion in 2000 to \$987 billion in 2014. Safe, secure, and modern land ports along our borders are critical to ensuring an efficient flow of commerce and people that support jobs and economic growth.

Of the 167 land ports of entry along the U.S. borders, GSA manages 124, of which the Government owns or partially owns 102. GSA's land ports of entry encompass more than 5.5 million square feet of space. Additionally, CBP operates 40 primarily smaller locations, mostly in remote, rural areas; these land ports of entry encompass approximately 477,000 square feet.

The Department of Agriculture – Forest Service controls one land port of entry, and the Department of the Interior - National Park Service controls two ports.

Minimizing costs to deliver these critical land ports of entry begins with effective targeting of resources at the highest priority projects. GSA looks to CBP's priorities, which are developed using multiple factors and analyses.

CBP's prioritization process includes gathering data through a Strategic Resource Assessment planning progress, scoring identified needs at each port, conducting a sensitivity analysis on the initial ranking of needs, assessing project feasibility and risk, and establishing an executable capital investment plan.

Over the past 16 years, GSA has invested more than \$1.8 billion from the Federal Buildings Fund to deliver more than 20 new land ports along our northern and southern borders. Since 2013, GSA has requested over \$1 billion in support of land port modernization, including GSA's FY2017 request of \$248,213,000 to reconfigure and expand the land port of entry in Calexico, California, and \$5,749,000 for design and construction of a new animal inspection facility for the U.S. Department of Agriculture Animal and Plant Health Inspection Service at the Pembina, North Dakota land port of entry. Of these requests, Congress has provided approximately \$700 million through FY 2016.

GSA works closely with CBP to ensure CBP's priority projects are integrated into GSA's larger multiyear priority plan. To this effect, GSA places at least one land port of entry in each fiscal year's priority planning list.

CBP and GSA consult with stakeholder agencies at the onset of project planning and continue this relationship throughout project development and execution. CBP and GSA are partners in the border master planning process on the U.S. - Mexico border. In addition to coordination with state and local agencies, the border master planning process also includes Mexican federal, state and local government entities as well as other Federal agencies including State Department, Department of Transportation (Federal Highway Administration, Federal Motor Carrier Safety Administration, etc.) and when appropriate, private partners as well (railroads, for example). The resulting Border Master Plan is a listing of project priorities that state and local governments rank regionally and provide guidance to help CBP and GSA rank projects nationally.

With respect to land ports at the northern border, GSA again works closely with the Department of State to coordinate with government offices at all levels in Canada.

Without the full funding requested in the President's annual budget, GSA cannot execute the land port upgrades that are critically needed.

Alternative Resources in Support of Land Port Projects

GSA's ability to fund land ports of entry has historically been supported by the appropriations provided by Congress. GSA has seen greater interest in finding alternatives to Federal appropriations to support the delivery of high-priority land port projects, including donations through GSA and CBP authorities.

Importantly, when assessing the viability of any project, GSA and CBP look comprehensively at the full life-cycle cost of a port. This analysis includes the funding amount and source of that funding to operate and maintain the facility. If an alternative funding source might be available to construct a land port of entry, GSA and CBP still may need to obtain funding to address the other costs associated with the project. Thus, acceptance of what appears to be a "cost-free" donation could ultimately result in additional costs to the Government. At the same time, if the investment is required to address critical commerce and security requirements at the border, a donation would result in lower costs to the Government than if the Government had to make the full investment. When evaluating a donation, GSA and CBP will continue to weigh these various cost implications relative to the opportunity's impact on CBP operations, border security, trade and travel, and local and regional economic benefits.

The Section 559 Program

GSA has longstanding authority to accept unconditional gifts of real and personal property from other public or private entities. GSA has used this authority on occasions when state or local governments, and in a few cases private sector entities have elected to donate land or other real property to GSA.

Congress has supported efforts to find land port of entry funding alternatives by providing CBP additional statutory authority to receive donations and reimbursement from State, local, and private entities. In FY 2013, CBP received limited authority to enter into reimbursable service agreements with private sector entities for the provision of certain inspection services¹. Congress expanded CBP's ability to execute these reimbursable service agreements, while at the same time broadening GSA's and CBP's donation acceptance authorities, through section 559 of the Consolidated Appropriations Act of 2014 (the "Section 559 Donation Acceptance Authority")².

As required by the Section 559 Donation Acceptance Authority, GSA and CBP worked collaboratively to establish robust evaluation criteria, incorporating feedback from a broad range of stakeholders. The jointly developed Donation Acceptance Procedures Framework (the "DAP Framework") outlines the criteria and procedures for evaluating donation proposals. GSA and CBP used the DAP Framework to evaluate seven donation proposals received during the first open submission period, which concluded on December 23, 2014. Under this program, projects are being further assessed and developed in the Cities of Donna, El Paso, and Pharr, Texas. In Donna and Pharr, for example, the cities seek to donate inspection booths and related infrastructure; while in El Paso, the City would like to remove medians near the inspection stations to streamline the flow of traffic. In all three cases, the Programs of Requirements are complete or near completion, meaning that the projects may be soon ready for construction, pending agreement of relevant stakeholders.

¹ *Consolidated and Further Continuing Appropriations Act of 2013, P.L. 113-6, division D, title V, section 560.*

² *Consolidated Appropriations Act of 2014, P.L. 113-76, division F, title V, section 559.*

GSA and CBP are currently in the process of reviewing DAP fiscal year 2016 proposals, which may provide additional investment in, and expedition of, infrastructure and technology improvements at ports of entry. We expect the announcement to be made in coming weeks.

Cost-Effective Project Delivery

GSA has a consistent track record of delivering capital projects on time and on budget; in FY15 we achieved 98% on time and 99% on budget and 78% of our projects are obligated within one month of the projected obligation date.

Our success is the result of leveraging our project resources across regions, ensuring the best available team is assigned to the projects. This risk based project team assembly along with consistent application of industry best practices such as: proactive project and market risk identification and management; selection of a delivery method that matches those project and market risk conditions; and a collaborative team posture has contributed to the success of projects.

Conclusion

Thank you for the opportunity to speak with you today about GSA's ongoing partnership with CBP to cost-effectively improve the Nation's infrastructure along America's borders. I welcome the opportunity to discuss GSA's commitment to strategic investment in the Nation's land ports of entry, and am happy to answer any questions you may have.



TESTIMONY OF

EUGENE SCHIED
Assistant Commissioner
Office of Administration

U.S. Customs and Border Protection
U.S. Department of Homeland Security

BEFORE

House Committee on Transportation and Infrastructure
Subcommittee on Economic Development, Public Buildings, and Emergency Management

ON

“Border Station Construction: Minimizing Costs and Leveraging Private Dollars”

May 18, 2016
Washington, DC

Introduction

Chairman Barletta, Ranking Member Carson, and distinguished Members of the Subcommittee, thank you for the opportunity to discuss U.S. Customs and Border Protection's (CBP) progress in maintaining and enhancing inspection facilities to secure and facilitate lawful trade and travel at our Nation's ports of entry (POEs).

As America's unified border agency, CBP protects the United States against terrorist threats and prevents the illegal entry of inadmissible persons and contraband, while facilitating lawful travel and trade. Every year, at 328 POEs nationwide and 16 Preclearance locations internationally, CBP facilitates the travel of hundreds of millions of international visitors to our Nation. In Fiscal Year (FY) 2015, CBP inspected more than 382 million travelers at our air, land, and sea POEs, an increase of 2 percent from the previous year, and an increase of 12.5 percent since FY 2011. CBP also processed more than \$2.4 trillion in imports in 2015, while enforcing U.S. trade laws that protect the Nation's economy and the health and safety of the American public.

Resource demands, including staffing and infrastructure, at the POEs continue to increase as trade and travel volumes continue to grow. Effective and efficient POE infrastructure is critical to CBP's mission to secure and facilitate lawful trade and travel – a mission that is critical to the growth of the U.S. economy and the creation of more jobs. CBP works closely with our stakeholders, Congress, and our Federal partners to maintain and modernize POE facilities, and to enhance our security and facilitation efforts.

Land Border Ports of Entry Modernization

Of the Nation's 328 official POEs, 110 are land ports of entry (LPOE) responsible for operating 167 separate crossings along our borders with Mexico and Canada. Most of the LPOE inspection facilities were not designed to meet the post-9/11 security and operational missions of CBP. Rather, they were built to support the distinct operations of legacy DHS components, such as the U.S. Customs Service, the Animal and Plant Health Inspection Service of the U.S. Department of Agriculture, and the U.S. Immigration and Naturalization Service.

Today, CBP's operations entail sophisticated targeting and communication systems, state-of-the-art detection technology, and a cadre of professional law enforcement personnel to identify, screen, and inspect high-risk persons and cargo and maintain an efficient stream of cross-border travel and trade. However, the success of our operational strategy depends heavily on the condition and operational utility of the inspection facilities and the availability of CBP personnel.

Several LPOEs were built more than 70 years ago and require renovation or replacement to meet present-day operational and security standards. Many, constructed as recently as 15 to 20 years ago, also require significant modernization to address growing demands for additional processing capacity, new security requirements and enforcement technologies, and the need to maximize the efficiency of existing personnel and resources. To construct and sustain CBP's LPOE inspection

facilities, CBP works in close partnership with the General Services Administration's (GSA) Public Buildings Service, which manages many of the LPOE facilities.

As the facility operator at all LPOEs, including those owned or leased by GSA, CBP works in close coordination with GSA to identify long-term future investments for funding through the GSA Federal Buildings Fund. Through this collaborative project team approach, both agencies work to ensure that the available federal funding is directed to the areas of greatest need within the GSA portfolio in accordance with the capital investment plan.

CBP employs a multi-step process to plan for all LPOE modernization investments, whether planned for a CBP-owned or a GSA facility. This process includes gathering data using the Strategic Resource Assessment (SRA) process, evaluating identified needs at each POE location, conducting a sensitivity analysis on the initial ranking of needs, and assessing project feasibility and risk. The culmination of this process is a final prioritization of proposed modernization projects and the development of a capital investment plan in coordination with GSA. This capital investment plan divides the project list into feasible annual work plans that reflect the analytical conclusions and incorporate project phasing and funding requirements. CBP and GSA update the capital investment plan annually, taking into account any changes in DHS's mission and strategy, changing conditions at the LPOEs, and any other factors discovered in the course of projects already under way.

Infrastructure enhancements are critical to the improvement of trade and travel facilitation; these changes are necessary to support current traffic volumes and modern technology. Although stimulus funding appropriated under the *American Recovery and Reinvestment Act* (ARRA), Pub. L. No. 111-5, enabled CBP and GSA to fund many large-scale LPOE capital construction and facility improvement projects, significant additional investment is necessary to modernize the entire LPOE portfolio. Thanks to the support of Congress, CBP received authority to partner with government and private sector entities to develop innovative approaches to meet the growing demand for new and expanded facilities and, in particular, the ongoing modernization needs of CBP's LPOE portfolio.

Partnerships with the Private Sector and Government Entities

While modernizing POE infrastructure and facilities is strategically assessed and executed on a national level, CBP is frequently asked by our stakeholders to provide new or additional services and infrastructure at specific POEs across the country. We recognize the potential economic impact for new or expanded service and infrastructure, and we very much want to support these endeavors. However, due to budget restraints and limited resources, we are not always able to accommodate these requests.

In January 2014, CBP received additional authority under Section 559 of Division F of the *Consolidated Appropriations Act, 2014*, Pub. L. No. 113-76, which authorizes CBP to enter into partnerships with private sector and government entities at ports of entry to reimburse CBP for

the costs of certain CBP services and to accept donations of real and personal property (including monetary donations) and non-personal services.

Donation Acceptance Authority

Section 559(f), the Donation Acceptance Authority, authorizes CBP and GSA to accept donations of real or personal property (including monetary donations), or non-personal services, from private sector or Government entities. Donations accepted under Section 559(f) may be used for necessary activities related to the construction, alteration, operation, or maintenance of a new or existing POE, including but not limited to: land acquisition, design, and the deployment of equipment and technologies. Effective use of these donations will reduce border wait times, support increased traffic flow and volume, create jobs, and meet critical operational and regional border master plan infrastructure and technology priorities across the United States.

The Donation Acceptance Authority requires that CBP and GSA establish and publish their procedures and criteria for evaluating donation proposals submitted under Section 559. CBP and GSA coordinated closely to satisfy this statutory requirement by jointly developing the Section 559 Donation Acceptance Authority Proposal Evaluation Procedures & Criteria Framework (Section 559 Framework), which CBP published on October 1, 2014.¹ This document outlines the harmonized and agreed upon operational and technical evaluation criteria that CBP and GSA use to evaluate the overall viability of each proposal, which typically entails a mixture of real and personal property improvements and/or staffing enhancements. These criteria include, but are not limited to, the impact to CBP operations, increased trade and travel efficiency, economic and community benefits, financial feasibility, and real estate and environmental implications. This document also describes the procedures that CBP and GSA undertake to systematically plan, develop, and formally accept proposed donations in close coordination with its public and private sector partners, while also preserving GSA's role in managing CBP's real property needs.

In order to implement their statutory authorities, in FY 2015, CBP and GSA stood up the Donation Acceptance Program (DAP), which is dedicated to exploring, fostering and facilitating partnerships for POE infrastructure and technology improvements. Last year, CBP and GSA entered into partnerships with the City of Donna, Texas, the City of El Paso, Texas, and the City of Pharr, Texas and are currently coordinating with each to plan and develop their respective conceptual proposals into executable projects, some of which are expected to be completed this year or early next. CBP and GSA anticipate announcing a new round of viable and mutually beneficial partnerships later this month, bringing the approximate dollar value of planned private and public sector investment in U.S. POEs since program launch to \$43 million.

Furthermore, on April 29, 2016, CBP announced a new process for accepting and evaluating donation proposals that are valued at \$3 million or less on a year-round basis. The Small-Scale Donation Proposal Process is a more streamlined and simplified avenue for stakeholders

¹http://www.cbp.gov/sites/default/files/documents/DAAProposal%20Evaluation%20Procedures%20%26%20Criteria%20Framework_Public%20FINAL.pdf.

interested in investing in and expediting small-scale, high-impact border infrastructure, technology, and other related improvements – improvements that when completed, will lend themselves to a more secure, more efficient, and more reliable border transportation network

Conclusion

Legitimate travel and trade play a critical role in the nation's economy and economic growth. CBP recognizes its vital role in sustaining and growing the economy. In coordination with GSA, CBP will continue to thoroughly and systematically analyze and prioritize POE infrastructure needs and explore alternative sources of funding to bridge current and anticipated resource gaps. Through public-private partnerships, such as the DAP, CBP is building effective partnerships with stakeholders to address the port requirements necessary to support growing volumes of travel and trade that are so critical to the U.S. economy.

Chairman Barletta, Ranking Member Carson, and Members of the Subcommittee, thank you for the opportunity to testify today. We are happy to answer any questions you may have.

Coalition for America's Gateways and Trade Corridors

<p>AECOM</p> <p>Alameda Corridor-East Construction Authority</p> <p>Cambridge Systematics, Inc.</p> <p>Canaveral Port Authority</p> <p>Cascadia Center</p> <p>CenterPoint Properties Trust</p> <p>Chicago Metropolitan Agency for Planning</p> <p>City of Chicago</p> <p>City of Industry, A Municipality</p> <p>COMPASS – Community Planning Association of Southwest Idaho</p> <p>Dewberry</p> <p>Economic Development Coalition of Southwest Indiana</p> <p>Florida Department of Transportation</p> <p>Florida East Coast Railway</p> <p>Florida Ports Council</p> <p>Freight Mobility Strategic Investment Board (Washington State)</p> <p>Gateway Cities Council of Governments</p> <p>HERZOG</p> <p>HNTB Corporation</p> <p>Illinois Soybean Association</p> <p>Intermodal Association of North America</p> <p>Jacobs Engineering</p> <p>Kootenai Metropolitan Planning Organization</p> <p>Los Angeles County Metropolitan Transportation Authority</p> <p>Majestic Realty Co.</p> <p>Maricopa Association of Governments</p> <p>Memphis Chamber of Commerce</p> <p>Metropolitan Transportation Commission</p> <p>National Railroad Construction and Maintenance Association</p>	<p>NASCO – North American Strategy for Competitiveness</p> <p>Northwest Seaport Alliance</p> <p>Ohio Kentucky Indiana Regional Councils of Government</p> <p>Orange County Transportation Authority</p> <p>Oregon Department of Transportation</p> <p>Parsons</p> <p>Parsons Brinckerhoff</p> <p>Port Authority of New York & New Jersey</p> <p>Port Newark Container Terminal</p> <p>Port of Hueneme</p> <p>Port of Long Beach</p> <p>Port of Los Angeles</p> <p>Port Miami</p> <p>Port of Oakland</p> <p>Port of Pittsburgh</p> <p>Port of Portland, OR</p> <p>Port of San Diego</p> <p>Port of Seattle</p> <p>Port Tampa Bay</p> <p>Port of Vancouver USA</p> <p>Puget Sound Regional Council</p> <p>RAILCET</p> <p>SANDAG - San Diego Association of Governments</p> <p>Southern California Association of Governments</p> <p>Supply Chain Innovation Network of Chicago- SINC</p> <p>Tennessee Department of Transportation</p> <p>Washington State Department of Transportation</p> <p>West Coast Corridor Coalition</p> <p>Will County Center for Economic Development</p> <p>Xerox State and Local Solutions</p>
<p>TESTIMONY OF</p> <p>Gary Gallegos Executive Director San Diego Association of Governments</p> <p>Board Member Coalition for America's Gateways and Trade Corridors</p> <p>REGARDING</p> <p>Border Station Construction: Minimizing Costs and Leveraging Private Dollars</p> <p>BEFORE</p> <p>House Committee on Transportation & Infrastructure Subcommittee on Economic Development, Public Buildings and Emergency Management</p> <p>MAY 18, 2016</p>	

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Chairman Barletta, Ranking Member Carson, and members of the Subcommittee, thank you for holding this hearing today to discuss the growing importance of utilizing innovative financing strategies to implement critically-needed improvements along the United States border. Today's fiscal environment requires strategic investments in border infrastructure that maximize limited resources and incentivize leveraged partnerships. I appreciate the opportunity to testify today on the unique financing approaches we are exploring in San Diego to develop the infrastructure needed to safely and efficiently move people and goods across the U.S. – Mexico border.

Today I am representing both the San Diego Association of Governments (SANDAG) and the Coalition for America's Gateways and Trade Corridors (Coalition).

SANDAG serves as the forum for regional decision-making for the 18 cities and county government in San Diego, California. Situated along the United States – Mexico border, with a combined border population of 5.1 million¹, the San Diego – Baja California border region offers many distinct opportunities, particularly economic opportunities in terms of crossborder manufacturing, trade, commerce, and tourism. As the federally-designated Metropolitan Planning Organization for San Diego, SANDAG works closely with federal, state, local, and binational partners to address the comprehensive transportation needs of this dynamic region, including the implementation of border infrastructure projects.

In my capacity as Executive Director of SANDAG, I am proud to serve as a Board Member of the Coalition, a diverse coalition of more than 60 public and private organizations dedicated to increasing federal investment in America's multimodal freight infrastructure. The Coalition works to bring national attention to the needs of the U.S. multimodal system and educate members of Congress and the public on the need to develop consensus for federal investment policy that supports intermodal connectors, trade corridors, freight facilities and gateway access.

Background

The San Diego region currently has three land Ports of Entry (POEs): San Ysidro, Otay Mesa, and Tecate. The San Ysidro Land POE is known as the busiest international border crossing in the western hemisphere while the Otay Mesa POE is the main commercial gateway for international trade between California and Mexico. Land border crossings like these are facing rising commercial traffic and congestion throughout the country as a result of increased international trade. The North American Free Trade Agreement (NAFTA), which was signed 22 years ago, accelerated trade between the U.S., Mexico, and Canada. Today, Canada serves as the number one trading partner with the United States, with \$1 million in goods and services crossing the U.S. northern border every minute.² Mexico is the third largest trading partner with the U.S. and ranks as the top export market for 25 states, including California.³ In 1995, surface trade between the United States and Mexico was approximately \$100 billion per year. By 2012, it had quadrupled to \$400 billion per year. Over the last ten years, our exports have nearly doubled in value. In fact, over the last 30 years, international trade growth has increased at a faster rate than overall economic growth.⁴ These trends have major implications for America's border crossings, as well as the overall freight transportation system.

A majority of goods move between the three countries on truck, but international freight rail volumes also have seen increases since NAFTA was signed. In 2014, more than two million loaded rail containers and eight million loaded truck containers crossed the U.S. northern and southern borders.⁵ Meanwhile, shifting trade patterns also are putting further strain on land border points of entry. Reshoring (the practice of bringing outsourced personnel, services, and manufacturing back to the United States) and nearshoring (the practice of bringing these same services to a nearby

¹ US Census Bureau American Community Survey (2013)

² The White House, United States – Canada Beyond the Border: A Shared Vision for Perimeter Security and Economic Competitiveness (2011)

³ San Diego Association of Governments, 2007 Update: Economic Impacts of Wait Times in the San Diego Baja California Border Region (2007)

⁴ United States Department of Transportation, National Freight Strategic Plan (2015)

⁵ United States Department of Transportation, National Freight Strategic Plan (2015)

country, such as Canada and Mexico) is happening with increased frequency. Nearshoring and reshoring are positive trends for NAFTA trade and have major implications for the future of freight infrastructure investment.

The Mexican state of Baja (adjacent to San Diego County) recently published a State Development Plan that promotes the prioritization of industrial parks throughout the region that are close to the U.S. – Mexico border. This initiative likely will lead to an increased demand for commercial crossings through San Diego County. In addition, Canada is in the midst of its largest federal infrastructure investment program in the nation's history. The program is prioritizing gateways, making use of public-private partnerships, and focusing on projects that enhance economic growth. Without strategic investment in the personnel, information technology, and brick and mortar facilities that are needed to facilitate multinational trade, the ever-growing trade volumes between Mexico, Canada and the United States will continue to strain the limited capacity of our existing border crossings.

Steadily growing traffic volumes, constrained infrastructure, and limited staff capacity at existing land Ports of Entry cause significant delays at the border, and have led to economic impacts. To illustrate, a 2007 study conducted by SANDAG found that border traffic congestion and delays between San Diego County and the Baja Peninsula cost the U.S. and Mexican economies an estimated \$7.2 billion in gross output and more than 62,000 jobs. That is a monetary loss equivalent to 18 Super Bowls and an annual job loss equivalent to four companies the size of Google⁶.

Otay Mesa East Land Port of Entry

With this in mind, SANDAG, in cooperation with the California Department of Transportation (Caltrans), U.S. Customs and Border Protection (CBP), the U.S. General Services Administration (GSA), counterpart agencies in Mexico, and other project stakeholders, is working on developing a new Port of Entry approximately two miles east of the existing Otay Mesa border crossing that will provide a third major border crossing along the San Diego - Tijuana border. Recognizing the limited federal resources available to implement a new border crossing, it was determined that a new approach to financing border infrastructure improvements was needed.

Following the deliberative approach described below, SANDAG identified the use of a variable tolling system at the border as a plausible source of funding for implementation of the project. Future toll revenues collected by SANDAG on the road network leading to and from the Port of Entry could be used to underwrite bond sales for initial construction of the Port of Entry. Upon completion, the facility could then be transferred to the federal government via the recently available Section 559 gift agreement tool.

In order to facilitate this new financing model, state legislation was passed in 2008⁷ that authorizes SANDAG to issue bonds for the acquisition, construction, and completion of transportation facilities and to impose tolls and user fees for the use of the State Route 11/Otay Mesa East corridor. Under this strategy, SANDAG will be able to maximize public investment in the Port of Entry by utilizing publicly-generated tolling revenues to leverage other state and federal funding. Further, this innovative public-public partnership helps to minimize costs by facilitating developmental and implementation efficiencies through early and ongoing collaboration between the various governmental stakeholders.

As a result, construction of the Otay Mesa East Land Port of Entry and its associated transportation network, State Route (SR) 11, will help to improve the region's border crossing capacity by providing fast, predictable, and secure crossings via tolled roads that serve both personal and commercial vehicles. The goal is to operate the new Port of Entry with a 20-minute border wait time.

The vision for this 21st century border crossing will decrease dependency on federal dollars by focusing on:

⁶ San Diego Association of Governments, 2007 Update: Economic Impacts of Wait Times in the San Diego Baja California Border Region (2007)

⁷ California Senate Bill 1486 (2008)

- Partnership approaches to planning, designing, financing, and building the project which mesh together the needs and skills of the federal partners along with the needs and skills of the regional transportation agencies
- A variable tolling system that serves as both a revenue collection tool and a transportation demand management tool
- A border wait time detection system that provides advanced traveler information
- A system-wide approach to managing traffic congestion at the major Ports of Entry along the San Diego-Baja California border
- Approach roads on both sides of the border that integrate seamlessly with regional highway systems

The total cost for facilities on both sides of the border is estimated to be around \$900 million. This estimate is based in part on a baseline POE configuration with 20 northbound inspection lanes – 10 for passenger vehicles and 10 for commercial trucks. The ultimate northbound and southbound lane configuration will be determined by an innovation analysis study.

Financing the Otay Mesa East Land Port of Entry

The unique nature of the Otay Mesa East Land POE project required SANDAG to engage a wide range of professional services experts, including construction management firms, investment banks, federal transportation partners, and tolling experts, during the early project development phase to collect information about similar projects and identify potential financing opportunities and obstacles in project development and delivery. In addition, a review of project delivery strategies utilized by other agencies in California, Arizona, and Texas was conducted and a preliminary Investment Grade Traffic and Revenue Study was launched to gauge financial feasibility.

This deliberative process resulted in the following findings that have been used to help shape the project's financial strategy and approach.

Finding #1: SANDAG anticipates being able to cover most capital costs with toll-generated funds; however, ongoing coordination with U.S. Customs and Border Protection is needed to ensure an appropriate level of staffing and operating costs will be made available. Preliminarily estimates indicate operation costs will be nearly \$100 million for the first 5 years of operation.

Finding #2: To enable this new model, engaging the services of a financial advisor, investment banker, and legal counsel early in the process is crucial to a successful toll-based financing strategy. The financial advisor is compensated when the transaction is completed; whereas the investment banker is compensated at the time the toll financing is completed.

Finding #3: Other innovative financing tools will need to be explored to help SANDAG leverage the expected tolling revenues. These may include: introducing value-added services near the border, seeking federal credit assistance through the Transportation Infrastructure Finance and Innovation Act (TIFIA) program under the U.S. Department of Transportation, or engaging other assistance from entities like the North American Development Bank.

Investment Grade Traffic and Revenue Study

In June 2014, SANDAG completed an Investment Grade Traffic and Revenue (T&R) Study⁸ for the Otay Mesa East Land Port of Entry project. The purpose of the study was to estimate the potential traffic (passenger and commercial vehicles) forecasted to use the Port of Entry and associated toll revenues that would be generated over a 40-year period of operations. While the T&R Study focused on the toll revenue generating capacity of the project, a study to estimate the potential capital and operations costs for a third border crossing is under way.

⁸ http://www.sandag.org/uploads/projectid/projectid_56_19522.pdf

The roadway systems supporting the new border crossing are being designed to enable a smoother flow through the Port of Entry so that the traveler's experience is both managed and predictable. Demand management, necessary to provide this level of service, will be instituted through varying toll rates to control demand and the length of the passenger or commercial vehicle line. Once opened, the new POE is projected to attract approximately 20 percent of the overall passenger vehicle traffic crossing the border and approximately 75 percent of the overall commercial vehicle traffic crossing the border. Over time, as the demand to cross the border increases, toll rates will be adjusted to manage the rising demand.

Based on demand estimates and the likely behavioral responses of drivers to the increased capacity and higher level of service, the study estimates that the new Port of Entry could generate toll revenues of \$4.2 billion (in constant 2012 dollars) over a 40-year period of operation. About 75 percent of the revenue would come from passenger vehicle tolls and the remaining 25 percent would come from commercial vehicle tolls. Nearly 90 percent of the toll revenue collected at the proposed POE would come from northbound vehicles; the remaining 10 percent would be collected from southbound vehicles.

Concept of Operations

In 2014, a Concept of Operations (ConOps) was completed and circulated to stakeholders for review and comment. The following six key objectives shaped the development of the ConOps:

- 1) Achieve sufficient revenue in order to provide funds to cover debt service as well as toll and other key operations
- 2) Minimize capital and operations costs, particularly for the initial deployment
- 3) Enhance safety, security, and efficiency by applying lessons learned by project stakeholders for other border crossings
- 4) Provide an enhanced customer experience that supports perceptions of reliability, efficiency, and progressive processing of border-crossing traffic
- 5) Develop a cooperative binational model for a new type of border crossing within a regional binational framework that supports ongoing operations of the new border crossing
- 6) Reduce greenhouse gas emissions through reduced border region wait times and more efficient movement of cross-border traffic

In addition, the following themes were incorporated throughout the ConOps document to help maintain a focus on leveraging resources and cost-savings:

- Leverage existing and planned Intelligent Transportation System (ITS) resources on both sides of the border to avoid "reinventing the wheel" for the needs of this project.
- Focus on operational requirements and efficiency rather than on a specific vendor or technology solution. This will allow the project to utilize cost-effective technologies and avoid functionality gaps. Maintaining this approach over the 40-year horizon of the program will support technology advancements that improve the efficiency and safety of the border crossing.

Leveraging Local, State and Federal Resources

To date, more than \$125 million in state funding has been invested in the Otay Mesa East Land Port of Entry project to leverage \$286 million in federal funding. SANDAG continues to seek additional funding through discretionary programs at both the state and federal levels that will further leverage these past investments. In particular, SANDAG worked with the California Department of Transportation to submit applications this year under both the TIGER and FASTLANE grant programs for components of the Port of Entry project. In addition, SANDAG has committed \$25 million in *TransNet* (local sales tax revenues) as another leveraging source in the project.

The Otay Mesa East Project also was accepted into the U.S. Department of Transportation Build America Transportation Investment Center (BATIC) in 2015 which was created to drive efficiencies and further financing optionality for projects in a shorter timeframe. Finally, the project's inclusion as a high priority under the High Level Economic Dialogue between the United States and Mexico has helped to advance its development, leading to planning and cost efficiencies.

Federal Role

The newly-created FASTLANE grant program could be an important resource for projects like the Otay Mesa East Land Port of Entry. That being said, the Coalition for America's Gateways and Trade has long-advocated for a minimum of \$2 billion annually in dedicated, sustainable, and flexible funding for multimodal freight projects, including port of entry projects. The FAST Act is a down payment on our infrastructure needs, but much more is needed in order to keep pace with growing trade trends and maintain and improve aging and insufficient infrastructure. A failure to invest hinders the efficient movement of goods and people, resulting in increased transportation costs and reduced air quality. A concentrated effort to improve border facilities, personal, and information technology will improve goods movement and ultimately, U.S. economic competitiveness.

Border congestion is more than a hindrance to economic growth and productivity – it also is a threat to public health and safety. Congestion from any mode of transport diminishes air quality and in so many instances, local communities are bearing the environmental and social burden of nationally-significant freight movement, but they are unable to foot the bill on large-scale infrastructure projects that would alleviate negative impacts. The benefits of freight movement accrue nationally, and as such, there is a federal responsibility to be a partner in making improvements, and in many instances, there is an opportunity for private sector contributions. State and local governments cannot shoulder the burden alone, nor can this lift be expected entirely by the private sector.

Without a campaign of strategic investment to expand capacity and increase efficiency, U.S. productivity and global competitiveness will suffer, costs will increase and investment will lag. Cross border mobility – on all modes – requires added capacity and improved efficiency to keep pace with growing demands. As Congress considers steps to meet these needs, we respectfully ask the follow steps be considered:

- **Develop a national strategy that guides long term planning:** A national "vision" and investment strategy that shapes and guides the nation's freight infrastructure system with active coordination among states, regions, localities – and indeed, our neighbors to the North and South – is needed. The Department of Transportation's National Freight Strategic Plan currently lacks sufficient attention to growing international trade patterns, such as trade with Canada and Mexico; these relationships are expected to continue their upward trajectory. A new office focused on multimodal freight should be established within U.S. Department of Transportation's Office of the Secretary to administer the new freight mobility program with a particular focus on projects of national significance that aid in the movement of commerce. Project planning horizons for freight needs extend over multiple decades, therefore planning and financing approaches must be facilitated to support these long-term projects that enable economic growth, both domestically and internationally.
- **Dedicated, sustainable, and flexible funding:** Federal funding should incentivize and reward state and local investment and leverage the widest array of public and private financing. In addition to current programming, a minimum annual investment of \$2 billion dedicated to multimodal freight infrastructure, and distributed through a competitive grant program is needed. Such a program is necessary for funding large-scale infrastructure projects, which are frequently multimodal and cross jurisdictional and international borders. While economically significant, such projects are difficult to fund through traditional distribution methods such as formula programs.
- **A set of merit-based criteria for funding allocation:** A goods movement funding program, such as the FASTLANE grant program, should select projects through merit-based criteria that identify and prioritize projects with a

demonstrable contribution to national freight efficiency. Long-term funding must be made available to ensure that, once a project is approved, funds will flow through to project completion. Funds would be available to support multi-jurisdictional and multi-state projects, regardless of mode, selected on the basis of objective measures designed to maximize and enhance system performance, while advancing related policy objectives such as environmental improvement.

- **A partnership with the private sector:** Private participation in the nation's freight infrastructure is vital to system expansion. Federal funding should leverage private participation and provide transportation planners with the largest toolbox of financing options possible to move freight projects forward quickly and efficiently. The establishment of an advisory council made up of freight industry members and system users could assist and partner with USDOT in order to foster such partnering with the private sector.

Next Steps

The San Diego region is firmly committed to improving safe, secure and efficient border crossings. We further believe that economic competitiveness and efficiency can both be achieved at the new Otay Mesa East Land Port of Entry. SANDAG, in coordination with our federal, state, and local partners, continues to work with representatives from Mexico on options to maximize toll revenues as well as additional opportunities to align project schedules on both sides of the border to enable cost-savings. The goal is to have the facility open to traffic by 2018-19 at which time SANDAG would begin to administer and operate the toll road.

Again, I would like to thank you for the opportunity to speak before your Subcommittee today. We appreciate your interest in exploring innovative ways to finance critically-needed infrastructure improvements along the border.

TESTIMONY BY SAM F. VALE
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BORDER TRADE ALLIANCE PUBLIC POLICY COMMITTEE
PRESIDENT
SOUTH TEXAS ASSETS CONSORTIUM
PRESIDENT
STARR-CAMARGO BRIDGE CO., RIO GRANDE CITY, TEXAS

BORDER STATION CONSTRUCTION: MINIMIZING COSTS AND LEVERAGING
PRIVATE DOLLARS
SUBCOMMITTEE ON ECONOMIC DEVELOPMENT, PUBLIC BUILDINGS, AND
EMERGENCY MANAGEMENT
HOUSE COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE
MAY 18, 2016

Chairman Barletta, Ranking Member Carson, and members of the Subcommittee, my name is Sam Vale. I appear before you today, in my capacity as the Chairman of the Public Policy Committee of the Border Trade Alliance. I am also the President of the South Texas Assets Consortium, or STAC, and we participate in the 559 Public Private Partnership Program.

I am also the President of the Starr-Camargo Bridge Company, a privately owned Port of Entry (POE) in Rio Grande City, Texas. Our bridge spans the Rio Grande and connects two communities of about 20,000 inhabitants each: Rio Grande City and Camargo, Tamaulipas, Mexico. We are one of the smallest passenger and commercial POEs along the southern border. In addition to bridge operations, my company and its related companies are involved in a host of businesses related to cross-border trade and commerce in both the U.S. and Mexico.

The Border Trade Alliance

For nearly 30 years, the BTA has provided a forum for analysis and advocacy on issues pertaining to the U.S.-Canada and U.S.-Mexico border regions. A network of public and private sector representatives from all three NAFTA nations, our organization has been involved in a number of important border issues, ranging from the implementation of the North American Free Trade Agreement, to the original organization of the Department of Homeland Security to the perennial issue of staffing, infrastructure and trade processes.

The South Texas Assets Consortium

The South Texas Assets Consortium, or STAC, was formed specifically to contract with Customs and Border Protection under Section 559 of the Consolidated Appropriations Act of 2014 and its predecessor program, Section 560 of the Consolidated and Further Continuing Appropriations Act of 2013. Members are comprised of five communities operating 11 international bridges:

City of Laredo (4 international bridges)
City of McAllen (2 international bridges)
City of Pharr (1 international bridge)

Cameron County (3 international bridges)
 Starr-Camargo Bridge Co. (1 international bridge)

The members of STAC are also members of the BTA. The BTA is also counts the City of El Paso, Texas as a member, which is also a participant in Sec. 560.

Border infrastructure that leads to fewer delays, less congestion

The U.S.-Canada and U.S.-Mexico borders are challenging environments for those of us whose daily livelihoods depend on cross-border trade. Most U.S. citizens also benefit from this trade.

Staffing levels by our inspection agencies, specifically Customs and Border Protection, are not commensurate with today's trade volumes. Despite funding provided by the fiscal year 2014 budget to hire 2,000 new CBP officers, 40 percent of those allocated positions remain unfilled.

In a recent hearing of the Border and Maritime Subcommittee of the House Homeland Security Committee, CBP acknowledged the agency's 18-month hiring process proves challenging to its recruitment efforts.¹

I can assure you, if those of us in the private sector took 18 months to recruit new talent, we would soon be suffering economic pain.

Aging, outmoded infrastructure is also a major challenge for the trade community. Land border ports of entry average 40 years in age, many built before the North American Free Trade Agreement was even a consideration.² As a result, their configurations are oftentimes not well suited to the throngs of commercial trucks they must process on a daily basis.

The trade community's concerns over staffing levels and infrastructure are not mutually exclusive. Both must be addressed if we are to realize the full benefits of international trade.

For example, Nogales, Arizona's Mariposa Port of Entry is home to one of the nation's busiest commercial ports for produce, specifically winter fruits and vegetables grown in Mexico.

In order to keep pace with the Mariposa port of entry's ever-growing trade volumes, the General Services Administration in fall 2014 officially completed an eight-year-long \$250 million reconfiguration of the port campus that doubled from four to eight the number of commercial lanes. The port was originally constructed in 1973 and was not suited to process the nearly 4,000 trucks that make their way through it each day.

Unfortunately, the port is not reaching its full potential due to CBP's struggles to staff the port at full capacity during peak traffic periods, which leads to lane closures.³ As you can imagine, a remodeled Mariposa port of entry that is not fully operational is a source of frustration for the produce community and Nogales-area stakeholders.

¹ <https://mcsally.house.gov/media-center/press-releases/us-rep-mcsally-leads-hearing-border-infrastructure-manning-needs>

² <http://www.bloomberg.com/news/articles/2013-05-15/border-delays-cost-u-s-7-8-billion-as-fence-is-focus>

³ http://tucson.com/news/local/border/staffing-shortages-keep-expanded-port-of-entry-partly-closed/article_6bd41f7e-6304-5d43-b259-3dfda6daca96.html

Similarly, the growth in South Texas ports of entries from manufacturing to produce was predictable 10 years ago when Mexico started making significant infrastructure improvements like new transnational highways and the construction of the world's highest suspension bridge.

We would encourage the committee, as you consider future border station construction, to work closely with your colleagues with oversight over CBP staffing, federal and state highway needs, Department of Transportation and state DOT inspection staffing issues, in order to ensure that precious taxpayers dollars pay dividends to our citizens and the businesses that drive our economy.

Leveraging private sector resources to improve border crossings: Sections 559 and 560

Section 560 and its successor, Section 559, are, in many ways, part of the answers to the trade community's ongoing calls for a creative response to consistent concerns over border port infrastructure challenges, while also an acknowledgement that federal budgets are tight and that we must fund future construction in new ways.

Thanks to innovative thinking within the Department of Homeland Security, CBP, and leaders in Congress, the trade community now has a viable option to work in tandem with state and federal partners to supplement staffing levels and improve infrastructure to support secure international trade.

Under these reimbursable service agreements, local governments and private sector entities can apply available funds to secure expanded services at their POE to facilitate trade and travel processing. Under the agreements, CBP must exhaust its available budgeted resources before tapping those of its partners.

Section 560 began with five pilot partners; STAC and El Paso were the only two land border entities to enter into the initial five reimbursable service agreements.

An opportunity for infrastructure improvements under Sec. 559

Section 559 in 2014 built on Sec. 560's solid foundation by expanding the eligible service offerings to include customs, agricultural processing, border security services, and immigration inspection-related services at POEs. Sec. 559 also opens the possibility of infrastructure improvements under a donation acceptance authority with CBP and the General Services Administration, which allows for the transfer of real or personal property intended for the construction of a new POE or the maintenance of an existing one.⁴

STAC transitioned into the Sec. 559 designation and dropped the 560 process, and the program has since welcomed new partners.

⁴ <https://www.cbp.gov/newsroom/blog/meeting-challenge-alternative-funding-helps-cbp-serve-stakeholders>

Flexibility and ROI: Making the DAP attractive

While we applaud the Donation Acceptance Program, or DAP, between CBP and GSA, two big ideas must drive the program: a commitment to flexibility, and recognition that a demonstrable return on investment will be critical to attract private dollars.

Flexibility

CBP and GSA must be flexible in their project scoping and design processes if the DAP is going to prove successful. If DAP proves to be bureaucratically cumbersome or if the agencies demonstrate a rigidness that repels potential private sector partners, then the program will be underutilized.

I would also urge CBP and GSA to consult the Department of State on how the DAP will fit within the presidential permit process.

Anyone who has attempted to undertake infrastructure improvements at a land border port of entry is intimately aware of the Department of State's expensive, time consuming permit process. I can tell you from personal experience that the permitting process is not an easy one. While our thoughts on ways to improve the permitting process are more suitable for another forum, potential private sector participants in a real estate donation should have a clear understanding of each department's requirements.

Return on investment

To be blunt, real estate investors and members of the international trade community are not charities. CBP should be prepared to demonstrate the financial upside for a private sector participant in the DAP, including increased trade throughput, whether by value of commodities or traffic volumes.

A nimbler public-private partnership

We are encouraged that CBP appears to be taking concerns over flexibility to heart, as evidenced by the agency's recent announcement of a DAP geared specifically at smaller projects.

According to CBP, the Small-Scale Donation Proposal Process is a more streamlined and simplified avenue for stakeholders interested in investing in and expediting small-scale, high impact border infrastructure, technology and other related improvements.⁵

Partners interested in submitting a proposal may do so on an ongoing basis, with CBP claiming it will act on proposals 60-70 percent quicker than the regular DAP intended for medium to large-scale projects.

This a positive step and CBP should be applauded for it.

Push inspections away from the border

⁵ <https://www.cbp.gov/border-security/ports-entry/resource-opt-strategy/public-private-partnerships/donation-acceptance-program>

Not all border communities need to meet their challenges to trade processing with major infrastructure overhauls or dramatic staffing upgrades. The BTA is very supportive of efforts by the U.S. and our border neighbors to conduct cargo inspections in the country of origin rather than at the port of entry.

We are very encouraged that President Obama and Canadian Prime Minister Trudeau made improving trade efficiencies a major topic of the prime minister's White House visit in March. To that end, we support the preclearance of Buffalo-bound cargo on the Canadian side of the border in Ft. Erie Ontario⁶ and are encouraged by the outcomes of last year's pilot test.⁷

Our support for pre-inspection extends to the U.S.-Mexico border as well, including pilot programs in Laredo, Texas; Otay Mesa, California; and at a major electronics facility outside Cd. Juárez.⁸

Avoid infrastructure agreements with foreign government that lead to ongoing U.S. financial commitments

The BTA acknowledges that there is a significant debate over whether and how to construct a new span across the Detroit River connecting Detroit, Michigan and Windsor, Ontario.

Without delving into the years-long conflict, we do maintain deep concerns over any agreement between state and foreign governments to construct a new bridge that could result in ongoing commitments for CBP or any other agency that are not congressionally deliberated and appropriated.

Committing the U.S. federal government to some future performance without congressional deliberation and authorization raises serious concerns over accountability and risks an unnecessary diversion of resources. U.S.-Canada trade is down, U.S.-Mexico trade is up. What are the justifications for scarce staffing resources being committed when projection trends do not justify it?

Responding to the skeptics

We occasionally hear from some corners that increased private sector participation in border facility infrastructure development represents an unwelcome assumption of responsibilities that should really be borne solely by the federal government as part of its obligation to manage the nation's borders.

Without this help, though, both the U.S. and Mexican governments would be in violation of their international Diplomatic Notes - agreed upon years in advance - directing when new services were to be funded and operational.

McAllen, Texas' Anzalduas International Bridge was to open commercial processing January 1, 2015, but to date has not been opened. The federal governments of both the U.S. and Mexico did

⁶ <http://www.wgrz.com/news/local/pre-clearance-program-at-peace-bridge-introduced/76629472>

⁷ <http://www.buffalonews.com/city-region/west-side/peace-bridge-pre-inspections-reveal-outdated-customs-effort-20150202>

⁸ <https://www.texastribune.org/2015/06/09/us-reps-arming-american-agents-mexico-right-move/>

not own the land and did not have the budgets to build the required infrastructure. McAllen agreed to pay the cost of road infrastructure in both Mexico and the U.S., as well as donate the needed funds for costs of the inspection facilities on U.S. government land with staged or phased construction as needed. Had a reimbursable service agreement already been in place, the original Anzalduas deadline would have been met.

We are sensitive to critics' arguments and, in a perfect world, would prefer that federal budget allocations were able to keep pace with growing trade volumes. It simply is not in our DNA to pay for what is an obligation of the federal government.

But these agreements have given the trade community something it did not have before: choice.

Before the law that made these agreements possible went into effect, we had no options to help alleviate the long backups at our ports and had to suffer the consequences and the loss of competitiveness and tax dollars. Now we have the choice to enter into a contract with CBP to augment the agency's services to respond to our most pressing needs and, hopefully, receive a strong return on that investment. We hope our contributions can be replaced when budgets can pay for federally delivered services.

Looking ahead

There is a role for the private sector to play in border station construction and we anticipate participation growth. Once investors have the confidence in the long-term viability of the offerings under Sec. 559 will they be more likely to make the financial commitments necessary to bring a project to completion and realize a return.

Confidence is the key. Today, in the case of infrastructure projects that would take longer than five years to repay investors, CBP is authorized to issue an extension for a specific time period for that project only. However, this is not sufficient for very large infrastructure investments like highways to and from the POEs. What could be projected as a 30-year payout could turn into 50 years as circumstances change in the out years that are difficult to predict. Thus, no infrastructure projects requiring significant investments have been planned that could secure financing from bonds or investors.

The Border Trade Alliance appreciates this opportunity to testify before you here today. The BTA was proud to have been a vocal advocate for the adoption of these innovative public-private partnerships between CBP and the trade community, and we believe they are proving extremely beneficial both to the nation's security and its economic competitiveness. We look forward to working with the members of the Transportation and Infrastructure Committee and this subcommittee as we seek new solutions to our border challenges.

Coalition for America's Gateways and Trade Corridors

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 Cascadia Center
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SUBMITTED FOR THE RECORD COMMENTS BY

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Executive Director

San Diego Association of Governments

Board Member

Coalition for America's Gateways and Trade Corridors

REGARDING

Border Station Construction: Minimizing Costs and Leveraging Private Dollars

BEFORE

House Committee on Transportation & Infrastructure Subcommittee on Economic Development, Public Buildings and Emergency Management

JUNE 9, 2016

1120 20th Street, NW Suite 500 North Washington, DC 20036
 202-828-9100 phone 202-797-0020 fax www.trade corridors.org

Original question from Chairman Lou Barletta to Sam Vale:

"Even if we build the needed infrastructure, without the ability of CBP to staff and equip the facility, we are not going to see much improvement. How critical is it that solutions to staffing and equipment be identified as GSA and CBP evaluates their proprieties for infrastructure needs?"

Gallegos supplemental response:

Without proper staffing at border facilities, investment in border infrastructure will fail to yield the intended positive impact. Infrastructure development and staffing go hand-in-hand. SANDAG continues to work closely with CBP, GSA, and other key partners to develop the Otay Mesa East Project. This partnership brings a systems perspective to the design of the future Otay Mesa East POE that will help to eliminate bottlenecks in the supporting border infrastructure network. Borders that are more strategically designed can help to maximize staffing, equipment, and operational efficiencies at border Ports of Entry.

While the private sector can – and has – filled the role of providing capital for investment, it is an **enormous additional to investment partners** to also be asked to finance staffing for these critical facilities and a partnership with the federal government is imperative. That being said, requiring the development of a cost-sharing investment plan as part of Section 559 agreements could be an important tool to financially support more sustainable and successful partnerships.

Original Questions from Ranking Member Andre Carson to Sam Vale:

"There has been a lot of discussion today on how land POEs are basically outdated due to an increase in trade post-NAFTA and subsequent investments in infrastructure by the Mexican government. Who is responsible for tracking the investments made by either the Mexican and Canadian governments and do you believe it's even feasible to coordinate those activities between countries to ensure land POEs are not overwhelmed due to mismatch investments along the border?"

Gallegos supplemental response:

Trade relationships with Mexico and Canada have proven to be mutually advantageous and, if fostered, these relationships will continue to grow and benefit the three North American countries. Developing border infrastructure that can optimize domestic investments, particularly in the freight network, and enhance tri-national freight flow will provide an economic boon to businesses currently operating in the United States and those considering establishing – or reshoring – domestic manufacturing and supply chains.

Both the FAST Act and MAP-21 included a requirement that the United States Department of Transportation develop a National Freight Strategic Plan (Plan). The Plan, among other requirements, must identify major trade gateways and forecast freight volumes for the succeeding 5, 10, and 15 year time periods, and must be updated every five years. The Plan is an opportunity for the United States Department of Transportation to demonstrate its commitment to a strategic consideration of foreign investments and plan accordingly for changes in supply chains and trading patterns. The High Level Economic Dialogue is also an ideal model for the type of national coordination needed to ensure that land POEs are not overwhelmed due to mismatched investments along the border. Additionally, at the local level, SANDAG strongly advocates the development of local border planning tools such as the Border Master Planning Approach developed in the San Diego Region.

Original Questions from Ranking Member Andre Carson to Sam Vale:

"You indicated that the CBP should be able to demonstrate the financial upside for a private sector donation the land ports of entry program. What is the appropriate metric or order of magnitude for the CBP to be targeting to even make a private sector donation attractive?"

Gallegos supplemental response:

As a public sector agency, the risk of investing in a CBP Border POE is minimized when such investments are received as part of a balanced investment. In other words, when public or private investors bring dollars to certain border crossings via the 559 Authority, a commensurate share of the investment package should be matched by federal resources which ultimately benefit the local, state and national economy.